

Third- Sector's Social Responsibility for Comprehensive Development

المسئولية الاجتماعية للقطاع الثالث في التنمية الشاملة

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مجلة كلية الخدمة الاجتماعية للدراسات والبحوث الاجتماعية جامعة الفيوم

<https://jfss.journals.ekb.eg>

Email: journalssw@fayoum.edu.eg

online ISSN: 2682 - 2679 print ISSN : 2682-2660 Arcif:Q2

تاريخ استلام البحث ٢٠٢٤/٩/١٦ تاريخ قبول البحث ٢٠٢٤/١٠/٤ تاريخ النشر ٢٠٢٤/١٠/١٥

Doi 10.21608/jfss.2024.386295

Url https://jfss.journals.ekb.eg/article_386295.html

Abstract

The current research aimed at identifying the third sector's social responsibility of comprehensive development, determining the role of social responsibility in the civil, voluntary, and charitable sectors, as well as identifying different forms of social responsibility to achieve comprehensive community development. On the other hand, it explores how public and private sectors can achieve cooperation and integration and work cohesively. A descriptive analytical design was used to describe the role of the third sector in comprehensive development. The research utilized a social survey of (20) third sector organizations in Ha'il city and a sample of (149) subjects working in these organizations. An electronic questionnaire was designed to collect data from the selected sample. Field data revealed a set of descriptive results that answered research questions. It was shown that social, followed by cultural and humanitarian aspects, were most closely related to social responsibility. They represent elements that enhance social responsibility and significantly contribute to comprehensive development in Saudi society. Additionally, various forms of social responsibility to achieve comprehensive society development involved: national duty towards society, a form of social solidarity, consideration of basic human rights, and contribution to a variety of social activities in society. Furthermore, civil sector social responsibility for achieving comprehensive development ranked first compared to voluntary and charitable sectors. The current research recommends tackling future research that addresses the challenges of integration between the public and private sectors in the Kingdom of Saudi Arabia.

Keywords: Social responsibility - Third sector - Comprehensive development

المخلص

هدفت الدراسة إلى تحديد دور المسؤولية الاجتماعية للقطاع الثالث في التنمية الشاملة، من خلال تحديد دور المسؤولية الاجتماعية لكل من القطاع المدني والتطوعي والخيري، وكذلك تحييد النواحي الأكثر ارتباطاً بالمسؤولية الاجتماعية، وتحديد الأشكال المختلفة للمسؤولية الاجتماعية لتحقيق التنمية المجتمعية الشاملة، واستخدمت المنهج الوصفي التحليلي لوصف وتحليل ذلك الدور، واعتمدت الدراسة على المسح الاجتماعي بنوعيه، الحصر الشامل لمنظمات القطاع الثالث بمدينة حائل وبلغ عددها (٢٠) جمعية، وعينة من العاملين بجمعيات القطاع الثالث بحائل، وبلغ عددهم (١٤٩)، وقد اعتمدت الدراسة على تصميم استبيان إلكتروني لجمع البيانات من عينة الدراسة المختارة، وتوصل البحث من خلال معطياته الميدانية إلى مجموعة من النتائج الوصفية التي أجابت على عدة تساؤلات، على النحو الآتي:

جاءت الجوانب الاجتماعية، كأكثر الجوانب ارتباطاً بالمسؤولية الاجتماعية، يليها الجوانب الثقافية، والجوانب الإنسانية، وكلاهما يمثل جوانب معززة للمسؤولية الاجتماعية، وتسهم بشكل كبير في التنمية الشاملة داخل المجتمع السعودي، وتمثلت الأشكال المختلفة للمسؤولية الاجتماعية لتحقيق التنمية المجتمعية الشاملة، في الآتي: واجب قومي تجاه المجتمع، شكل من أشكال التكافل الاجتماعي، مراعاة لأبسط حقوق الإنسانية، المساهمة بمجموعة من الأنشطة الاجتماعية في المجتمع، وجاءت المسؤولية الاجتماعية للقطاع المدني لتحقيق التنمية الشاملة، في المرتبة الأولى مقارنة بالمسؤولية الاجتماعية للقطاع التطوعي، والقطاع الخيري، وتوصي الدراسة بضرورة الاهتمام بالبحوث المستقبلية لمعالجة التحديات في التوافق بين القطاعين الحكومي والخاص بالمملكة العربية السعودية.

الكلمات المفتاحية: المسؤولية الاجتماعية - القطاع الثالث - التنمية الشاملة

1. Introduction

Globally, the third sector represents all forms of institutions, organizations, donor and recipient associations involved in achieving development goals. It mainly focuses on localizing economic resources as a non-profit developmental service sector, aiming at improving people's lives, meeting their basic needs, and creating job opportunities at proper wages. It is considered one of the fastest-growing sectors compared to governmental and commercial sectors, especially in the United States, where it accounts for 10% of the total economic activity at the national level. (Alsuloumi, 2010, 65)

Consequently, relying solely on the market is no longer feasible, as the state alone cannot solve all societal problems. This has revitalized the importance of the third sector, which is now a cornerstone of modern society policies that require the integrated roles of individuals working in the governmental, private, or third sectors. Building qualitative indicators within a comprehensive vision is essential to create a stimulating work environment that expands non-profit and non-monetary activities in line with the needs of people and communities. (Baalbaci, 2017: 5) The role of the third sector is equally important to the governmental and private sectors in positively influencing individuals and societies in Saudi Arabia, that enhances sustainable growth at all levels. As part of Saudi Vision 2030, one of the objectives is to increase the contribution of the non-profit sector by 5% of the Gross Domestic Product by 2030. A report by the King Khalid Foundation (2021) revealed a rise in the contribution of the non-profit sector to GDP in the Kingdom, exceeding 8 billion Saudi Riyals annually. The sector is on its way to achieve the Kingdom's Vision 2030 target of reaching 5% of the GDP and realizing comprehensive development. (Report of King Khalid Foundation, 2021: 3.) Thus, the non-profit sector, the voluntary sector, and the social and solidarity economy are labels that carry different perspectives on the relationship between economy and society, and therefore on the social responsibilities that fall on the members of Saudi society and its institutions. (Baalbaci, 2017, 6)

Social responsibility of third sector institutions is becoming increasingly imperative, as they are influential entities due to their significant financial weight and resources in Saudi society. Their close connection to the daily lives of people has a significant impact on supporting comprehensive development. (Al Mufferreh, 2010, 7) Thus, the concept of social responsibility entails considering that institutions and organizations in the third sector must contribute to achieving societal welfare by improving environmental conditions and minimizing the negative impacts of the economy, which in turn reflects on comprehensive society development. (Al Nswer, 2010) Empowering third sector institutions in the Kingdom will undoubtedly bring multiple benefits in society development, such as building an institution with systems, mechanisms, identity, and mission it seeks to achieve in its local society, acquiring the necessary skills and experiences to realize the institution's mission, building reciprocal relationships between the institution and the s on one hand, and society with various stakeholders in the society it serves on the other hand, establishing a learning system within the institution that helps in extracting and retaining experiences, and benefiting from others. (International Center for Research& Studies, 2017,118)

Saudi Arabia is, therefore, recognizing the importance of the third sector as a necessary and significant social actor that needs to be preserved and developed. The Vision 2030 aims at increasing the growth of this sector and raise the contribution of the non-profit sector by 5% of the GDP by 2030 for effective participation in comprehensive development. Through the National Center for Nonprofit Sector Development, the Kingdom works towards sustainable and comprehensive development by focusing on regulation, supervision, and integration between governmental and private efforts. The role of the non-profit sector is vital in achieving sustainable and comprehensive development as a greater responsibility towards society.

Table (1): Performance Indicators for the National Center of the Kingdom of Saudi Arabia Nonprofit Sector Development.

Indicator	Description of the Indicator	Target Value	Achieved Value
Growth rate in the number of non-profit organizations.	This indicator aims at measuring the relative increase in the numbers of non-profit organizations operating in the Kingdom. This growth rate includes charitable associations, institutions, family funds, and has a positive impact on those working in the non-profit sector, contributing to the non-oil GDP.	64.11% Fourth Quarter 2022	120.9% Fourth Quarter 2022
The percentage of specialized non-profit organizations that support developmental priorities.	This indicator aims at measuring the percentage of specialized non-profit organizations supporting camouflage priorities out of the total number of non-profit organizations in the Kingdom.	60 % Fourth Quarter 2022:	75.2 % Fourth Quarter 2022
Satisfaction of beneficiaries from non-profit organizations' services.	This index measures the satisfaction rate of non-profit sector organizations beneficiaries through opinion surveys.	85 % Fourth Quarter 2022:	87.5 % Fourth Quarter 2022:
Percentage of employees in the non-profit sector out of the total workforce.	This indicator measures the percentage of workers in non-profit organizations out of the total non-profit workforce in order to assess the extent of the non-profit sector's participation in employment and the Kingdom economy.	0.35% Third Quarter of 2020	0.45% Third quarter of 2020
Proportion of developmental spending out of total spending of the nonprofit sector	This, Development Expenditure Ratio, indicator aims at measuring the spend percentage of non-profit organizations in the non-profit sector on development programs. That includes human resource training programs, the rehabilitation and empowerment of beneficiaries to be self-sufficient (citizens benefiting from associations and the services provided to them).	70.02% Fourth Quarter 2022:	71.04% Fourth Quarter 2022
The contribution	This indicator measures the contribution	0.49%	0.83%

ratio of non-profit organizations to the gross domestic product.	ratio of non-profit organizations to the non-profit GDP, including donations, grants, and revenues from the activities of organizations operating in the sector.	Fourth Quarter 2022	Fourth Quarter 2022
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The Center's strategy included five strategic pillars aimed at guiding its work according to the national targets of the non-profit sector development and its assigned roles according to the regulatory decision. These pillars are as follows:

1. Building Trust: Establishing effective communication channels and partnerships, locally and internationally, to enhance trust in the non-profit sector, and ensuring the commitment of non-profit organizations to administrative and financial governance standards.
2. Institutional Development: Developing an ideal and creative working environment in terms of institutional administrative system, procedural and professional guidelines, internal governance technologies, financial sustainability, and human resource management.
3. Enhancing Participation: Increasing society and government interest in social and developmental issues, maximizing their contribution to meeting those needs.
4. Strategic Sector Driver: Taking the lead in analyzing the sector's environmental situation, proposing its strategic priorities, and creating common workspaces that achieve integration and maximize added value.
5. Third Sector Quantitative and Qualitative Development: Building and empowering the capabilities of non-profit organizations, increasing their numbers, diversifying their areas of specialization, and diversifying the sector's income sources to align with the Saudi society's size and diverse developmental needs. (National Center for Non-Profit Development, p. 19,18)

Out of what is previously stated, the current research signified the role played by the third sector in achieving comprehensive development in advanced countries' economies and The Kingdom of Saudi Arabia's interest in the third sector and maximizing its social responsibility as reflected in Vision 2030. Therefore, the current research identified the third sector social responsibility role in comprehensive development. In this context, the research posed several questions:

- What is the civil sector social responsibility role in achieving comprehensive development?
- What is the voluntary sector social responsibility role in achieving comprehensive development?
- What is the charitable sector social responsibility role in achieving comprehensive development?

2.Previous Studies:

Miloud (2022) aimed at clarifying the concept of the third sector, its components, and the indicators that demonstrate the success or failure of its performance. The American model was utilized as one of the most prominent models. The study concluded that the third sector plays a vital and effective role in achieving

sustainable development. Furthermore, it can be a strong foundation and support for countries in times of crises and economic depressions, as confirmed by the American experience.

Zeid (2021) investigated factors influencing the voluntary participation of third-sector organizations in Egypt to identify obstacles preventing this sector from fulfilling its role and how to address these obstacles to increase participation rates. The study utilized a questionnaire to collect field data from 150 civil associations in Port Said and Dakahlia governorates. The analysis revealed that the main obstacles to voluntary participation in the third sector are leadership and management nature and practices, state policies, civil society-state relations, institutional capacity of civil associations, and civil culture. The study proposed general guidelines to enhance voluntary participation.

Sari (2020) highlighted the role of the charitable sector and civil society institutions, also known as the "third sector" or "charitable and voluntary sector". This sector has become significant in Western systems, posing major challenges to governments of poor countries at a time when the state is no longer able to meet all the public needs of citizens in line with sustainable development measures. The study revealed that the experience of the charitable and voluntary sector in Western countries in this field is not solely attributed to material and technological progress, but extends to other cultural and artistic motives that align with the economic and social patterns practiced in these countries. These motives have played a crucial role in the development of this sector, a feature currently absent in the experience of Islamic endowment, which originated from a religious incentive but did not grow due to the lack of support from a cultural and technical system ensuring its independence, legal protection, and strong financial incentives as seen in the West.

Bellal (2017) showed that third sector institutions use fewer employees compared to governmental agencies that achieve the same goals. They also receive a large amount of voluntary work of valuable production elements. In addition, the number of third sector institutions is increasing significantly in some Arab countries like Egypt, Yemen, Tunisia, Algeria, and Morocco. The study recommended the need to support these institutions through tax exemptions, fee exemptions, and support from local authorities to create integration between all sectors. Furthermore, Bellal (2017) emphasized the importance of focusing more on the social aspect of development as optimal to achieve economic development.

Abdel Khalek (2014) confirmed the social responsibility of the civil and volunteer sectors in collaborating with government entities to achieve comprehensive development in society. The study also recommended encouraging and increasing support from companies among the three sectors present in society, civil society organizations, the private sector, and the public sector, to achieve integration and continuous communication between civil society, the private sector, and the public sector, and to establish a link between the sectors to benefit from each other's capabilities and create integration among them.

The Social Responsibility Conference of the Gulf Cooperation Council Countries (2013) recommended the need for providing support and developing strategic plans to activate social responsibility programs for non-profit sectors and civil society organizations with the aim of achieving sustainable and comprehensive development in Gulf societies.

VACEKOVÁ (2013) focused on a new economic theory for the third sector called the "Rural Theory." This theory, formulated by Vladislav Valentinov, posits the

existence of the third sector due to constraints on the profitability of companies in meeting human needs. Results emphasized the original contribution of the Rural Theory, arguing that a link exists between profitable companies in rural areas and local institutions, contributing to the development of these areas struggling with low population density, geographic dispersion, and weak infrastructure, thus playing an active role in rural development.

Kendall (2004) emphasized that the voluntary sector, or the third sector, in England is now receiving greater attention from policymakers than ever before. The role of the third sector has become a priority on the public policy agenda, focusing on examining the contributions of both individual and collective actors in the third sector and defining its social responsibility in alignment with policy trends to achieve integration for development.

Dominowsk (2016) presented the role of the third sector in recent economic crises in Europe. The study confirmed that the role of third sector organizations in the contemporary economy is to mitigate the impact of economic crises on society. The third sector is seen as a guarantor of societal safety, managing risks, responding to crises, and providing support. Dominowsk (2016) showed that the third sector includes various voluntary organizations, faith and equality groups, charities, social institutions, cooperatives, society interest companies, housing associations. These organizations reinvest or collect funds to enhance social, environmental, or cultural goals, making them essential partners with social responsibilities towards comprehensive development in society.

3. Concepts & Theoretical Guidelines:

3.1 Third Sector:

3.1.1 Concept of the Third Sector:

The idea of the third sector, originated in the United States in the seventies by the American sociologist Amitai Etzioni, was used in public policy and administration studies to reflect on emerging economic and organizational forms in a post-industrial context. It is a fairly modern concept, that is difficult to be defined comprehensively. (Alexander, 2014:4)

A brief overview of the most important terms and concepts related to the third sector in various economic literatures is shown in Figure (1):



Figure (1): Key terms & concepts related to the third sector.

The terminology related to the third sector includes "non-profit organizations serving families", "non-governmental organizations", "non-profit sector", "non-profit

associations", "voluntary organizations", and "voluntary organizations and institutions of the third sector", all used in European discourse. (Alexander,2014:5)

Cambridge Dictionary (2023) defines the third sector as "the part of the economy consisting of charitable organizations." (Cambridge Dictionary, 2023: 202)and Oxford Dictionary (2024) defines it as "the part of the economy or society that includes non-governmental organizations that are non-profit, including charitable organizations, voluntary work associations, and associations serving a specific group, cooperative societies." Out of these definitions, it is concluded that the third sector is a group of activities that intersect with the public and private sectors, including charitable organizations, voluntary work associations, solidarity institutions, social facilities, and cooperative enterprises.

3.1.2 Characteristics of the Third Sector: -

- 1- Independence: It is an independent sector established with the desire for volunteering and charitable work.
- 2- Non-profit Nature: These organizations may generate profit, but their purposes are not to have profit and profits cannot be distributed to managers or officials.
- 3- Income Structure: The income structure of third sector institutions differs from that of government or for-profit private institutions. Their incomes include a significant portion of voluntary grants in terms of time and money.
- 4- Employee Structure: Job description in third sector institutions is different as they consist of a large number of volunteers.
- 5- Tax Treatment: Third sector organizations are usually exempt from corporate income taxes and may also be free from the tax provisions that apply to for-profit institutions.
- 6- Legal Treatment: Third sector institutions are usually subject to specific legal provisions regarding their boards of directors, goals, revenues, participation in political activities, job structure, accounting requirements, and responsibility. (Miloud, 2022, p. 115).

3.1.3 Factors influencing the third sector participation:

The New Governance Theory emphasizes the strengths through which third sector organizations can provide services funded by public money. These organizations have many advantages, including high flexibility, smaller scope allowing for tailored services, diversity in service content and institutional framework, access to private charitable resources and volunteer work to enhance service quality and financial resources, and mechanisms to promote important social values like collective and individual freedom, diversity, society sense, and civic engagement. Despite these advantages, the participation of these organizations is affected by many factors in the public sphere, such as regulatory laws allowing government intervention in their internal operations, lack of financial resources that support and strengthen these organizations, and limited willingness and capacity to build cooperation bridges among third sector organizations. (Zaid, 2021:62- 63)

3.2 Comprehensive Development

3.2.1 Concept of Comprehensive Development:

Comprehensive development is a dynamic process consisting of structural and functional changes in society, resulting from interventions in guiding the volume and

quality of society available resources to enhance the well-being of the majority of its members by increasing their effectiveness in maximizing societal potential. In other words, comprehensive development is identified as a continuous process in which society members collaborate to move their society from a negative state to a positive one by bringing about positive changes in various sectors of work, leading to an increase and improvement in individuals' living standards. Development is, also, the emergence and growth of all potentials and latent energies in a specific entity in a complete, comprehensive, and balanced manner, whether that entity is an individual, a group, an organization, or a society.

3.2.2 Comprehensive Development Characteristics: -

- 1- It differs from development, in general, as being more interventionist and complex, especially concerning natural and social aspects in addition to having a spiritual and cultural dimension related to preserving societies' cultural uniqueness.
- 2- Its elements cannot be separated and its indicators cannot be measured due to the interplay of quantitative and qualitative dimensions it encompasses.
- 3- It is based on the idea of justice among individuals, generations, and nations, in addition to focusing on the role of civil society in development activities.
- 4- It focuses on resources, whether human, environmental, or societal, working diligently through activities (Abu El Nasr, 2017: 67, 84).

3.3 Social Responsibility

3.3.1 Concept of Social Responsibility: -

The concept of social responsibility indicates a commitment to make choices that benefit the welfare of society as a whole and contribute to the development and improvement of the environment when organizations assess decisions from an ethical standpoint. The intervening media dictionary defined it as a state or characteristic of being responsible for an issue under one's supervision, encompassing one's commitment to one's words or actions and to rectifying any harm caused to others in accordance with the law. Al-Khalidi defines it as a commitment towards the public and specific interest groups related to the organization such as employees, shareholders, suppliers and distributors that meet their expectations of the organization existence and activities.

Social responsibility is defined by Al Saqqi and Nour (2006) as decisions and legislation that determine the interests and requirements of various organizations within the same society through their interaction and fulfillment of their social and economic responsibilities.

3.3.2 The social responsibility of the third sector in comprehensive development:

Social responsibility has become an integral part of countries interests. This has led to the need to build qualified cadres possessing the abilities and skills to activate social responsibility, measure its impact, and monitor the performance of these companies according to specific and approved standards and indicators, in order to achieve comprehensive development in local communities. (Abu Al-Hamam& Juradat, 2023: 41-40) This collaborative process is essential to social life and a fundamental for social work. The basic meaning of social responsibility for the third sector and non-profit organizations lies in the fact that, besides being economic factors, they are also part of social life and activity that forms the context of the collaborative process in achieving comprehensive development. In this way, they are called upon to play supportive roles through their contributions to broader social sector activities as well, to achieve comprehensive development in society. (ISA, 2011)

Non-profit organizations or the third sector have undergone significant changes in recent years. They are now recognized as key social actors capable of influencing policy-making, driving social change, and aiming for active participation in achieving comprehensive society development. This new role has sparked many discussions, such as the goals and legitimacy of non-governmental organizations in political discussions.(Vidal& Torres, 2010: 9)

The impact of the third sector's social responsibility in achieving comprehensive development can be measured through attracting expertise, transferring knowledge, building human resources, developing governance standards, instilling self-reliance, independence, and moving away from dependency on the state, shaping a new generation that takes initiative, creates alternatives, and doesn't limit their livelihood to the public sector or market demands for sustainable and comprehensive society development. The life quality is improved by considering spiritual, emotional, and social aspects alongside with material conditions central to Gross Domestic Product. (Brian& Geoffrey,2015:9)

Theoretical frameworks

1- Organizational Theory:

Black Scott has identified "four types of the third sector organizations in society, according to the intended beneficiary of the organization: Mutual benefit associations, expected to serve the interests of their members, Business concerns, serving the interests of their owners.

Service organizations, bureaucratic entities aimed at serving the interests of clients, public utility organizations, sovereign entities seeking the nation interest such as the army and the police.

Organizational theory helps in understanding the nature and goals of organizations, identifying the problems they face, and how to address this problem to achieve comprehensive development in society. One key aspect highlighted by this theory is the organizational requirements for organizations to fulfill their role in the society. This includes establishing suitable means for decision-making within the organization striving to achieve development goals.

Civil society organizations and the third sector in general, are a blend of mutual benefit associations and service institutions, seeking to meet the needs of their members as well as the customers and beneficiaries in society. For society

development associations to achieve their goals effectively, they should lean towards satisfying the customers' needs rather than the members'. An expert system would assist in this by providing information to aid decision-making. (Zaytoun, 2003: 342-343).

2. Efficiency & Effectiveness Theory:

Efficiency is related to the devices through which planned changes are made, while effectiveness is linked to the services provided to people in order to meet their needs and address and solve their problems, known as the "degree of achieving desired goals for comprehensive development in society" (Niyazi, 2000, p: 108). Efficiency, in general, refers to the extent to which specific goals of services and programs are achieved. It is widely agreed that efficiency is related to social care services and the extent to which these services are able to meet people's needs."

Studying the effectiveness of social works provided to citizens is crucial in understanding the impact of these services on achieving goals for comprehensive development in society, identifying strengths and weaknesses in programs and services to continually improve them. The goal is to assess achievements, success rates of objectives, and understand the data and obstacles preventing the achievement of some goals.

Frameworks for assessing the effectiveness of services:

There are several frameworks developed to measure the effectiveness of services and associations:

Firstly, the framework developed by "Rothmanm and Terry (2014) where a number of variables are used to measure effectiveness, and these variables are linked to: Factors related to both professionals and beneficiaries, Factors supporting the association internally and externally, Factors related to customer participation in the association and its programs, Factors related to society support for the association.

Secondly, the framework defined by Keen and Mullotar includes six dimensions to measure effectiveness. Each dimension has one significance but is not sufficient solely to measure effectiveness. However, the integration of the six dimensions together leads to a clear definition of service effectiveness. These six dimensions are: Sufficiency of resources and assets, Suitability of demands to needs

- Appropriateness and suitability of the processes through which services are provided, Definition and clarity of objectives, Impact on beneficiaries and society at the present time, Long-term impact on beneficiaries and society.

Thirdly: The framework defined by both Kenton and Nancy, as a concept to measure the effectiveness of services and activities carried out within human service institutions, includes: Understanding the institution's services, Policies and procedures followed in providing services, Individuals in charge of providing services, Monitoring and evaluating services, Providing the necessary funding to deliver services, The institution's ability to solve its problems, Internal and external communication and the institution's relationship with other institutions (Ewais& Al-Afandi, 2005: 88)

4. Methodology:

The researcher utilized a descriptive-analytical approach to examine the role of social responsibility of the third sector in achieving comprehensive development. The current research applied a social survey methodology, conducting a

comprehensive census of third sector organizations in Ha'il city, totaling (20) associations. A sample of employees in these third sector associations in Ha'il was selected, amounting to (149) individuals. An electronic questionnaire was designed to collect data from the chosen sample, with a field study period lasting two months from 10- 10 2023 to 10- 12-2-23. Following data collection and review, the statistical analysis software SPSS (25.0) was used to identify the characteristics of the study sample and answer questions.

Description of Study Sample Characteristics

Table (2): Study sample characteristics (n= 149 participants)

Variables	Classification	(n)	%
Age	- Less than 30 years old	18	12.1 %
	- From 30 to less than 40 years old	44	29.5 %
	- From 40 to less than 50 years old	35	23.5 %
	- From 50 to less than 60 years old	25	16.8 %
	- 60 years old & above	27	18.1 %
Educational Status	- Above middle qualification	34	22.8 %
	- High qualification	88	59.1 %
	- Master's or Ph.D. degree	27	18.1 %
Type of Work	- Chairman of the board	9	6.0 %
	- Board member	45	30.2 %
	- Social worker	35	23.5 %
	- Employee at the association	60	40.3 %
Years of Experience	- Less than 3 years	26	17.4 %
	- From 3 years to less than 6 years	53	35.6 %
	- From 6 years to less than 9 years	70	47.0 %

The data in the above table indicated the following:

Regarding the age variable:

Results showed that the age group of 30 to less than 40 years represented a proportion of (29.5%) in the sample, then the age group of 40 to less than 50 years with a proportion of (23.5%), and finally the age group less than 30 years with a proportion of (12.1%).

Regarding the educational status variable:

Results revealed that the percentage of individuals with a high qualification in the sample reached (59.1%), while the percentage of those with an above-middle qualification was (22.8%), and finally those with a master and doctoral degree at a rate of (18.1%)

Regarding the variable of job types:

It appears that an employee job at the association ranked first with a percentage of (40.3%), followed by a Board member job at second place with a percentage of (30.2%), a Social Worker job in third place with a percentage of (23.5%), and finally, a Board Chairman job ranked last with a percentage of (6%).

Regarding the variable of years of experience:

It was found that the majority of those with work experience ranged from 6 years to less than 9 years were at a rate of (47%), then from 3 years to less than 6 years were at a rate of (35.6%), and finally less than 3 years were at a rate of (17.4%).

Table (2): Received training courses.

Variable	Participants	Percentage
Yes	60	40.3
No	89	59.7
Total	149	100%

Out of the previous table, it is evident that 59.7% received no training courses, while 40.3% of the sample received training courses.

Table number (3): Types of received training courses.

Variables	(n)	%
Specialist's Financial Resource Development Skills Course	5	8.3
Compliance, Commitment, Transparency, and Disclosure Course	23	38.3
Financial Safety Course	5	8.3
Leadership & Empowerment in Non-Profit Organizations Course	22	36.7
Housing Courses	3	5.0
International License for Corporate Social Responsibility	2	3.3
Total	60	100%

The previous table shows the types of training courses received by participants in the study sample, with (36.7%) completed a leadership and empowerment course in non-profit organizations, while (38.3%) completed a course on compliance, commitment, transparency, and disclosure, and finally those who obtained the International License for Corporate Social Responsibility at a rate of (3.3%).

5. Results & Discussion:

Table number (4):

Aspects most closely related to social responsibility. (n=149 participants)

S	Phrases	M.	S. D	Order
1	Human Aspects	2.77	0.425	2
2	Economic Aspects	2.53	0.610	3
3	Political Aspects	1.94	0.650	4
4	Social Aspects	2.82	0.386	1
5	Cultural Aspects	2.77	0.425	2
Total Mean of Dimension		2.56	0.50	

The table above illustrates aspects most associated with social responsibility. Data showed that the total mean was (2.56), with a standard deviation (0.50), and agreement level in general was "Agree".

According to the responses of the participants to the statements comprising this dimension, there was variation in their agreement level, with mean ranging from (1.94-2.82). These statements ranked from the first to the fourth as follows:

The ranking was consecutively as follows, "Social Aspects", "Cultural Aspects," as well as "Humanitarian Aspects", "Economic Aspects", and finally "Political Aspects" .

Table (5):

Various forms of social responsibility for achieving comprehensive society development. (n=149 participants)

No	Phrases	M	SD	Order
1	Individual initiatives to achieve personal interests	1.89	0.767	9
2	Individual initiatives to achieve societal interests	2.71	0.455	6
3	A form of social solidarity	2.82	0.386	2
4	A national duty towards society	2.88	0.478	1
5	Respecting basic human rights	2.82	0.521	3
6	Addressing gaps in governmental capabilities	2.70	0.578	7
7	Addressing social challenges in society	2.77	0.550	4
8	Confronting economic problems in society	2.76	0.553	5
9	Supporting the state's infrastructure	2.52	0.703	8
10	Contributing to a range of social activities in society	2.82	0.521	3
Total mean of the dimension				

The table above illustrates different forms of social responsibility for achieving comprehensive society development. Data indicated that the mean was (2.67), with a standard deviation of (0.55), and generally there was an "Agree" level.

According to participants' responses to the phrases that make up this dimension, there was a variation in their level of agreement, with their agreement mean ranging from (1.89-2.88), and these phrases ranked from first to ninth as follows:

The ranking was consecutively as follows, the phrase "National Duty Towards Society", the phrase "A Form of Social Solidarity", the phrases "respect for the most basic human rights" and "contributing to a variety of social activities in society", the phrase "addressing social challenges in society", the phrase "confronting economic problems in society", the phrase "Individual initiatives to achieve societal interests"; the phrase "Addressing gaps in governmental capacities", the phrase "Supporting state infrastructure", and finally the phrase "Individual initiatives to achieve personal interests".

Table (6):

Aspects of the civil sector social responsibility in achieving comprehensive development

No	Phrases	M	SD	Order
1	Feeling the struggles faced by members of society	2.77	0.547	8
2	Empathy towards marginalized groups (orphans, widows, the poor)	2.94	0.239	1
3	Supporting and encouraging special needs groups (the disabled)	2.82	0.386	5
4	Preserving the environment and achieving environmental security.	2.64	0.594	14
5	Building relationships and resolving legal issues with the government	2.46	0.703	17
6	Civil society can contribute to comprehensive development through programs and projects	2.76	0.430	9
7	Civil society helps empower local society residents to solve their problems	2.70	0.575	10
8	Doing research and studies to identify societal needs	2.88	0.478	3
9	Meeting evolving needs that cannot be fully addressed by the state	2.53	0.703	16
10	Improving the living standards of the society residents	2.82	0.521	6
11	Capacity building in government.	2.70	0.578	11
12	Reducing the gap between social classes.	2.88	0.478	3
13	The purpose of promoting civil sector responsibility is linked to religious motives.	2.77	0.421	7
14	Training and preparing youth for the job market.	2.83	0.516	4
15	Linking the civil sector with government entities to achieve comprehensive development.	2.88	0.327	2
16	Lack of cooperation among the three sectors (public, private, and civil society organizations) to achieve societal development.	2.65	0.478	12
17	Absence of a clear plan to define social responsibility in front of the civil sector in society.	2.65	0.592	13
18	Inadequate information about the developmental projects needed by society.	2.53	0.610	15
	Total mean of the dimension	2.73	0.51	

The previous table illustrates the most specific aspects of civil sector social responsibility for achieving comprehensive development. The data shows that the total mean was (2.73), with a standard deviation of (0.51), and their agreement level generally fell within the "Agree" category.

According to the study participants' responses to the statements that make up this dimension, it is evident that there was a variation in their level of agreement, with their mean agreement ranging from (2.46-2.94), and the ranking from first to seventeenth is as follows:

The first rank was the phrase "Empathy towards the marginalized groups (orphans, widows, the poor)", the second rank was the phrase "Linking the civil sector with governmental entities to achieve comprehensive development", the third rank was the phrase "reducing the gap between social classes", the fourth rank was the

phrase "doing research and studies to identify societal needs", the fifth rank was the phrase "supporting and encouraging special groups (the disabled)", the sixth rank was the phrase "improving the standard of living for the society residents", the seventh rank was the phrase "the purpose of promoting civil sector responsibility is linked to religious motives" and the eighth rank was the phrase "Feeling the struggles faced by members of society".

On the other hand, some phrases in the lower ranks include: "Inadequate information about the developmental projects needed by society." which ranked fifteenth with a mean (2.53) and standard deviation (0.610). The sixteenth rank was the phrase "Meeting evolving needs that cannot be fully addressed by the state ". Lastly, in the seventeenth rank, came the phrase "Building relationships and resolving legal issues with the government " with a mean (2.46) and standard deviation (0.703).

Table (7): Dimensions of social responsibility in the voluntary sector of achieving comprehensive development.

No	Phrases	M	SD	Order
1	Contribution to environmental preservation and pollution control	2.70	0.575	5
2	Contributing to the construction of worship facilities	2.36	0.688	9
3	Assistance in implementing therapeutic programs for patients	2.77	0.425	2
4	Providing constant donations to the needy	2.53	0.610	8
5	Providing consumers and clients with healthy products and services of good quality at the lowest cost	2.53	0.501	7
6	Providing aid to the local society during natural and social disasters	2.83	0.516	1
7	Provision of permanent assistance to the poor	2.70	0.458	4
8	Diversifying services needed by the society	2.77	0.550	3
9	Integrating the voluntary sector with government entities to achieve comprehensive development	2.65	0.592	6
10	Lack of a clear plan to define social responsibility of the voluntary sector in society	2.23	0.648	11
11	lack of experience in dealing with social crises	2.42	0.698	10
	Total mean of the dimension	2.59	0.57	

The previous table illustrates the specific aspects of social responsibility within the voluntary sector to achieve comprehensive development. The data shows that the total mean was (2.59), with a standard deviation (0.57), and participants' agreement level generally was under the "Agree" category.

According to the study participants' responses to the statements that make up this dimension, it appears that there was a variation in their level of agreement, with their agreement mean ranging from 2.23 to 2.83. These difficulties ranked from first to eleventh as follows:

The first ranking was the phrase "Providing assistance to the local society during natural and social disasters" came with a mean of (2.83) and a standard deviation of (0.516), while in the second ranking came the statement "Assistance in implementing therapeutic programs for patients". The third ranking was the phrase "Diversifying services needed by the society", the fourth ranking was the phrase "Provision of permanent assistance to the poor ", the fifth ranking was the phrase "Contribution to environmental preservation and pollution control ", the sixth ranking was the phrase "Integrating the voluntary sector with government entities to achieve comprehensive development" and the seventh ranking was the phrase "Providing

consumers and clients with healthy products and services of good quality at the lowest cost" came. Furthermore, the eighth ranking was the phrase "Providing constant donations to the needy" and the ninth ranking was the phrase "Contributing to the construction of worship facilities", the tenth ranking was the phrase "Lack of experience in dealing with social crises", the eleventh ranking was the phrase "Lack of a clear plan to define social responsibility of the voluntary sector in society" came with a mean score (2.23) and a standard deviation (0.648).

Table (8): Aspects of the charitable sector social responsibility for achieving comprehensive development

No.	Phrases	M	SD	Order
1	Provides scholarships for outstanding students abroad	2.54	0.692	7
2	Contributes to the dissemination of books at low prices	2.36	0.594	10
3	Participates in the construction of colleges, schools, and public libraries	2.48	0.501	8
4	Has a sense of social responsibility towards the society.	2.95	0.226	1
5	Undertakes micro-projects for the impoverished	2.77	0.425	6
6	Organizes awareness and guidance programs on diseases and prevention methods	2.77	0.425	6
7	Hosts seminars and meetings to promote entrepreneurial culture among youth	2.83	0.381	4
8	Develops Human capabilities: enhancing knowledge & skills	2.82	0.386	5
9	Supporting citizens' society initiatives	2.88	0.327	3
10	Links the charitable sector with governmental entities to achieve comprehensive development	2.89	0.319	2
11	Lacks a clear plan for defining social responsibility before charitable sector in the society	2.47	0.610	9
	Total mean of the dimension	2.70	0.44	

The previous table illustrates specific aspects of the charity sector social responsibility in achieving comprehensive development. Data that the t mean total was (2.70), with a standard deviation of (0.44), and their agreement level generally fell within the "agree" category.

According to the responses of the study participants to the phrases constituting this dimension, it is evident that there is variability in their level of agreement, with their agreement ranging between (2.36-2.95) means. These difficulties ranked from first to last as follows: The first ranking was the phrase "I have a sense of social responsibility towards the society as a charity sector", while the second ranking was the phrase "Linking the charity sector with governmental entities to achieve comprehensive development", the third ranking was the phrase "Supporting citizens' society initiatives", the fourth ranking was the phrase "Hosts seminars and meetings to promote entrepreneurial culture among youth", the fifth ranking was the phrase "Develops Human capabilities: enhancing knowledge and skills)", the sixth ranking was the phrases , "Organizes awareness and guidance programs on diseases and prevention methods" and "Undertakes micro-projects for the impoverished ", while in the seventh ranking was the phrase "Provides scholarships for outstanding students abroad", the eighth ranking was the phrase, "Participates in the construction of colleges, schools, and public libraries", the ninth ranking was the phrase "Lacks a clear plan for defining social responsibility before charitable sector in the society", the tenth ranking was the phrase "Contributes to the dissemination of books at low prices".

6. Conclusion:

The current research has yielded a set of descriptive results that address several questions as follows: Social aspects have emerged as the most closely linked to social responsibility, followed by cultural and human aspects, both represent elements that enhance social responsibility and significantly contribute to comprehensive development in Saudi society. Unawareness of social responsibility and feeble development pose a serious threat to progress in general.

Various forms of social responsibility for achieving comprehensive societal development have included: national duty towards society, a form of social solidarity, consideration of basic human rights, and contribution to various social activities within society. These findings are aligned with those Jeremy Kendall's (2004), highlighting the importance of the third sector and specifically its social responsibility.

The most specific manifestations of the civil sector social responsibility to achieve comprehensive development include: awareness of marginalized groups (orphans, widows, the poor), integrating the civil sector with governmental bodies to achieve comprehensive development, reducing the gap between societal classes, conducting research and studies to identify societal needs, and training and qualifying youth for the job market.

The most specific manifestations of the voluntary sector social responsibility in achieving comprehensive development are: providing assistance to the local society during natural and social disasters, implementing therapeutic programs for patients, diversifying in offering new services needed by the society, provision of permanent assistance to the poor, contributing to the preservation and maintenance of the environment from pollution.

On the other hand, the most specific manifestations of the charitable sector social responsibility in achieving comprehensive development are: having a sense of social responsibility towards the society, linking the charitable sector with governmental entities to achieve comprehensive development, supporting society initiatives by individuals within the society, conducting seminars and meetings to promote a culture of entrepreneurship among youth, and developing human capabilities (enhancing skills and experience levels).

Generally, civil sector social responsibility to achieve comprehensive development comes first compared to voluntary and charitable sectors social responsibility. This was confirmed by the results of Abdel Khaliq (2014), showing the existence of the civil and voluntary sectors social responsibility to collaborate with government entities in order to achieve comprehensive development in society. It is recommended to encourage and increase support among the three sectors, and link them to benefit from mutual capabilities and achieve integration, the current research recommends addresses the challenges of integration between the public and private sectors in the Kingdom of Saudi Arabia in future research.

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